



## Safety

Oversee and operate the safest aerospace system in the world, all with a culture of continuous improvement

### Expand Safety Culture

Expand the Safety Culture Campaign across FAA and industry that integrates all aspects of Safety Culture (i.e., Just Culture, Reporting Culture, Learning Culture, Flexible Culture, and Informed Culture) to improve safety performance throughout the NAS.

---

#### Initiative: Safety Culture Campaign across the FAA and Industry

A Safety Culture Campaign builds an environment where safety information is shared to ensure the organization as a whole understands its strengths and challenges, and empowers its members to proactively address emerging risks.

#### Activity: Safety Culture - Promotion

Lead and coordinate activities to raise awareness of Safety Culture as it relates to safety as a core value at all levels of the enterprise and beyond. Make the Safety Culture concept tangible and accessible to the entire workforce.

#### Target: Write a Communications Plan

Write a communications plan to include social media posts, podcasts, blogs, videos and other relevant materials to raise awareness and promote participation in Safety Culture.

#### Target: Create Internal and External Content

Create internal and external content on FAA websites and social media platforms on Safety Culture.

#### Target: Provide Safety Culture Content

Provide Safety Culture content in support of planned conferences and events.

### Optimize Information to Reduce Risk

Transform the agency's approach to assessing and managing system safety performance through enhanced access to data and analytics, inform risk-based decision making, improve existing safety metrics, and increase system safety awareness.

**Initiative: Educate and Inform the Public**

Plan and execute proactive communications activities to provide agency stakeholder and the traveling public with accurate and timely information needed to operate in the NAS safely and to obtain aviation safety related information.

**Activity: Earned Media Coverage**

Generate earned media through strategic media relations activities in support of FAA programs and initiatives.

**Target: Activity Target 1**

Execute a quarterly and monthly strategic planning process, to include a defined approach to developing and coordinating products associated with monthly activities, events and themes.

**Target: Activity Target 2**

Identify and execute monthly initiatives and opportunities for earned media coverage to highlight agency safety initiatives.

# People

Strengthen our current and future aviation workforce by holding ourselves accountable, developing our people and planning for the aviation workforce of the future

## Maximize the Benefits of Diversity, Equity, Inclusion, and Accessibility

Develop and implement a comprehensive strategy to ensure a more thoughtful, robust workforce environment that embraces the diverse talents of employees, ensures fair and equitable treatment, and advances broader gains in diversity, equity, inclusion, and accessibility.

---

### **Initiative: EEO/Diversity and Inclusion Action Committee (EAC)**

Utilize the EEO Action Committee (EAC) to collaborate and support a diverse and inclusive workplace with existing employee workgroups and LOBs/SOs to create an inclusive work environment.

#### **Activity: Ensure a Diverse and Inclusive Workforce - Reasonable Accommodations**

ACR will lead collaboration with LOBs/SOs to foster an inclusive work environment throughout FAA that promotes opportunities for all, including traditionally underrepresented groups such as Hispanics, Women, and People with Disabilities (PWD) / People with Targeted Disabilities (PWTD) by improving the Reasonable Accommodation interactive process.

#### **Target: AOC - Reasonable Accommodations**

Ensure that at least 90% of reasonable accommodation requests are processed within 25 business days or less.

#### **Activity: Ensure a Diverse and Inclusive Workforce - Mediation**

Managers engage in the mediation/facilitation process when requested.

#### **Target: AOC - Mediation**

Ensure that 75% of managers engage in mediation when requested by employees.

### **Initiative: Train Managers and Employees across the Agency in Diversity, Equity, Inclusion, and Accessibility (DEIA)**

ACR will lead collaboration with LOBs/SOs to train managers and employees in DEIA.

#### **Activity: ACR will Lead Collaboration with LOBs/SOs to Train Managers and Employees in DEIA**

Ensure at least 75% of managers and 25% of employees from each LOB/SO attend a minimum of one training course from a menu of DEIA training courses such as Harmony & Respect, Reasonable Accommodations, Preventing Bullying, Equity, Hiring People with Disabilities (PWD) / Targeted Disabilities (PWTD), and Transgender.

#### **Target: AOC - Train Managers and Non-Managerial Employees in a Minimum of One DEIA Training Course**

Ensure at least 75% of managers and 25% of employees attend a minimum of one training course from a menu of DEIA training courses such as Harmony & Respect, Reasonable Accommodations, Preventing Bullying, Equity, Hiring People with Disabilities (PWD) / Targeted Disabilities (PWTD), and Transgender.

## Transform Agency to Meet Evolving Workforce

Transform agency workforce policies to proactively and collectively address/manage the realities and expectations of the future. Create flexible workspace and tools that reflect diverse workstyles/organizational needs to best serve the agency and workforce.

---

### **Initiative: Transform Agency Policies and Practices to Meet the Evolving Workforce Needs**

Re-examines how the agency views the future of work, leverages existing tools and technology, best uses in-person engagement, and makes thoughtful decisions about physical space needs.

#### **Activity: Change Management Plan and Communications Strategy**

Design an iterative Change Management Plan and Communications Strategy based upon the Agency's vision for a more flexible/hybrid work culture.

##### **Target: Enterprise Change Management Strategy**

Engage FAA leadership on developing an enterprise wide strategy for change management.

##### **Target: Empower leadership/management to lead the transition to a hybrid workforce.**

Empower leadership/managers with the tools/resources/training to lead the transition to a hybrid workforce.

##### **Target: Communication Plan**

Communicate agency change management strategy to FAA employees.

### **Initiative: Science, Technology, Engineering, and Math (STEM) Aviation and Space Education (AVSED) Program**

Enhance and expand STEM/AVSED offerings to engage external stakeholders and support development of the program into the future.

#### **Activity: Integrated Communication Strategy**

Develop an integrated communication strategy and meet target implementation milestones for execution to advance the goals of STEM AVSED.

##### **Target: Identify Goals, Internal and External Audiences, and Core Messaging (AOC)**

Identify goals, internal and external audiences, and core messaging to advance the STEM AVSED program.

##### **Target: Communications Strategy (AOC)**

Collaborate with AOC to produce a proactive communications strategy that includes web, digital and social media, corporate communications and earned media.

##### **Target: Review the Existing FAA.gov/education Website (AOC)**

Collaborate with AOC to review the existing FAA.gov/education website, identify revisions to make it more useful and engaging to target audiences, and implement initial revisions.

**Target: Execute Targets Outlined in the Communications Strategy (AOC)**

Collaborate with AOC to execute targets outlined in the communications strategy to reach students, educators and parents, particularly those in underserved and/or underrepresented communities.

**Target: Execute Targets Outlined in the Communications Strategy to Increase Internal Knowledge (AOC)**

Collaborate with AOC to execute targets outlined in the communications strategy to increase internal knowledge of the STEM AVSED program and procedures.

**Initiative: Improve Internal Communication**

Use a variety of internal communications vehicles to publish at least 3 news stories and/or broadcast messages each week to increase employee understanding of agency programs and activities. Using on-line print, audio and video vehicles to deliver employees news and information to increase employees understanding of agency programs and activities. Will use interactive media (Web 2.) to engage employees (Your Two Cents feedback, Blogs and/or other social media).

**Activity: FocusFAA**

Publish agency news in FocusFAA daily during Fiscal Year.

**Target: Activity Target 1**

Publish daily news items during the Fiscal Year.

**Target: Activity Target 2**

Read and evaluate all employees feedback and respond to feedback within 24 hours.

**Target: Activity Target 3**

Increase employee understanding of agency programs and activities and/or highlight employee innovations and ideas by 33% from FY21 levels. Communications items may leverage videos, graphics, audio and written story formats to deliver news/information and engage employee audiences.

**Activity: Employee Interviews**

Produce one monthly written interview profile featuring FAA managers and employees.

**Target: Activity Target 1**

Conduct a series of employee interviews (no fewer than 52) each year with executives, managers, program specialists, and other employees.

**Activity: Employee Website**

Update the employee homepage every business day.

**Target: Activity Target 1**

Update the employee homepage every business day.

### **Activity: Communicate Strategic Initiatives**

Communicate the goals of Strategic Initiatives to the FAA employees and gain feedback that helps the FAA meet their needs.

#### **Target: Activity Target 1**

Regularly share information on Strategic Initiatives to FAA employees.

### **Activity: Communications Working Group**

Ensure cross-agency collaboration on communications issues and projects through the Communications Working Group.

#### **Target: Activity Target 1**

Chair monthly meetings of Communications Working Group and ensure active collection of data on communications activities from all LOBs/SOs. Share data with AOA.

### **Activity: Innovation Culture**

AOC will work closely with other AOC staff, FAA executive bodies, DOT and other relevant stakeholders to enable and encourage a robust culture of innovative problem solving at the FAA.

#### **Target: Activity Target 1**

Increase employee engagement through the solicitation of specific ideas/information from the workforce that benefit agency programs and activities. Host a minimum of one 'idea challenge' or 'request for innovation' that results in at least 20 unique employee responses, and provide individualized feedback to each responder. Engagement topics must have a nexus to the FAA Strategic Goals/Initiatives.

## **Develop an FAA Employee Lifecycle Management Approach**

Develop an FAA Employee Lifecycle Management Approach that promotes career opportunities, growth, and wellness through restructured recruitment and hiring; and continuous employee investment, development, and training towards the health of the agency.

---

### **Initiative: Small Business Opportunities**

Support small businesses and job creation by providing opportunities for small businesses to attain FAA contracts and purchase orders, with special emphasis on procurement opportunities for socially and economically disadvantaged small businesses (including 8(a) certified firms), service-disabled veteran-owned small businesses, and women-owned small businesses.

#### **Activity: Contracting with Small Businesses**

Utilize market analysis and acquisition strategies to provide opportunities for small businesses to compete for, and attain FAA contracts and purchase orders, with special emphasis on procurement opportunities for socially and economically disadvantaged small businesses (including 8(a) certified firms), service-disabled veteran-owned small businesses, and women-owned small businesses.

**Target: AOC - Support ACQ's Small Business efforts**

Support ACQ's efforts to ensure 25% of the Agency's total direct procurement dollars are awarded to small businesses.

**Activity: Contracting with Small Disadvantaged Business (SDB)**

Utilize market analysis and acquisition strategies to provide opportunities for Small Disadvantaged Businesses (SDB) to compete for and attain FAA contracts and purchase orders.

**Target: AOC - Support ACQ's Small Disadvantaged Business efforts**

Ensure at least 12% of the Agency's total direct procurement dollars are awarded to Small Disadvantaged Businesses (SDB).

# Operational Excellence

Operate the world's most efficient aerospace system through daily execution, continuous improvement and infrastructure investment.

## Optimize Mission Efficiency and Support

Optimize efficiency and support mission requirements through daily execution, continuous improvement, planning, and investment. Effectively plan for and manage finances, procurement, information technology, and other mission support services.

---

### Initiative: AOC ACSI FAA Web Survey

Maintain the annual average of FAA surveys on the American Customer Satisfaction Index (ACSI) at or above the average Federal Regulatory Agency score. Review customer requirements annually and measure customer satisfaction more broadly for FAA service.

#### Activity: AOC ACSI FAA Web Survey

Continue to survey FAA website users for their levels of satisfaction with FAA website using the American Customer Satisfaction Index (ACSI) survey instrument.

##### Target: Activity Target 1

Review customer feedback and provide monthly reporting to management with actionable steps taken on iterative improvements. (With monthly reporting).

##### Target: Activity Target 2

Sustain the annual overall score on the web customer satisfaction index to 74 or better. (With monthly reporting).

##### Target: Activity Target 3

Maintain the annual average of FAA surveys on the ACSI at or above the average federal regulatory agency score. (With quarterly reporting).

### Initiative: Creative Services

Use creative communications products (graphics/video/live events) in support of improving external communications.

#### Activity: Creative Services

Use digital communications products to improve education and outreach about the NAS.

##### Target: Activity Target 1

Produce 15 creative communications products (graphics/video/live events) in support of improving external communications.

### Initiative: Educate and Inform the Public

Plan and execute proactive communications activities to provide agency stakeholders and the traveling public with accurate and timely information.

#### Activity: Public Information

Increase positive media coverage of FAA efficiency and capacity enhancements.



**Target: Activity Target 1**

Respond to media requests and/or acknowledge receipt of media inquiries within 1 hour and coordinate with the digital teams for accurate and timely responses.

**Target: Activity Target 2**

Provide customer service on a daily basis through timely and accurate responses by answering questions from the media, public, and key stakeholders.

**Activity: Public Education of NAS Safety Initiatives**

Increase public, congressional, industry and pilot education and understanding of the National Air System initiatives.

**Target: Increase Engagement for Digital Communications**

Increase public, Congressional, Industry and pilot awareness by 25% from FY21 levels on various digital media platforms about safety initiatives and how to operate safely in the National Airspace System.

**Target: Increase Engagement for Live Events**

Exceed user participation and engagement via questions and comments number for live digital events hosted in FY21 by 15% through FY21 to provide the general public and key stakeholders with safety information and opportunity to engage with FAA subject matter experts.

**Initiative: Support Open Government Initiative**

Support the Open Government Initiative to Streamline Service Delivery, Improve Customer Service (EO 13571), and leverage technology to increase productive collaboration with citizens, stakeholders and other government agencies by creating a new information architecture for FAA.gov, and using FAA Social Media channels to promote at least 5 FAA Safety related activities and initiatives.

**Activity: Support Open Government Initiative**

Support the Open Government Initiative, the President's Executive Order on Streamlining Service Delivery and Improving Customer Service (EO 13571) and the 21st Century Digital Government directive by leveraging technology to make data available, improve web service efficiencies and increase productive collaboration with citizens, stakeholders and other government agencies while reducing duplicative efforts.

**Target: Activity Target 1**

Ensure FAA's website exceeds DOT's Section 508 compliance rates for FY20 and FY21. (With monthly reporting.)

**Initiative: Validate FAA.gov Content**

Work with LOB and Staff office web liaisons to validate 90% of faa.gov web content is reviewed and updated annually.

**Activity: Effectively communicate as “one FAA”**

Establish consistent and unified messaging from the top down across all lines of business.

**Target: Activity Target 1**

Implement a content management system (CMS) for FAA.gov.

**Activity: Content Management Modernization: Modernize www.FAA.gov content management**

Modernize www.FAA.gov content management

**Target: Activity Target 1**

In collaboration with AIT, Identify remaining Adobe ColdFusion simple content on FAA.gov to be migrated to CMS. Excludes complex content previously identified in FY21. Establish migration targets for each area.

**Target: Activity Target 2**

Complete migration of 50% of the identified areas.

**Target: Activity Target 3**

Complete migration of 100% of the identified areas.

**Initiative: Proactively Inform the Public and Stakeholders**

Conduct proactive outreach activities to provide the public with accurate and timely access to information needed to operate in the NAS safely and to obtain other aviation safety related information.

**Activity: Social Media Coverage**

Increase awareness on social media platforms about safety initiatives and how to operate safety in the National Airspace System.

**Target: Activity Target 1**

Respond to social media requests and/or acknowledge receipt of social media requests daily and coordinate with public affairs to ensure accurate and timely responses.

**Target: Activity Target 2**

Partner with individuals and offices to develop 35 strategies to successfully launch public awareness campaigns to educate and inform the public.

**Target: Activity Target 3**

Provide customer service no less than 365 times in one year, through timely and accurate responses by answering questions from the media, public, and key stakeholders.

**Target: Improved Quality of Applications (AOC) for UAS Waivers and Authorizations**

Through education and outreach provided drone pilots tips and information to increase public engagement by 10% on social media and live events.

### **Target: Increased Data Accessibility**

Use modern, open technologies to communicate and help the public and FAA employees operate safely and make informed decisions. Increase user satisfaction by 25% from FY21 by making more information and data available to a wider and non-traditional audience by routinely webcasting public meetings and safety summits, deploying tools that work on mobile devices, and providing data outside of the FAA's network through modern platforms such as application programming interfaces (API) and geographic information systems (GIS) and data visualizations.